

PART I - FACE SHEET

APPLICATION FOR FEDERAL ASSISTANCE		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction													
Modified Standard Form 424 (Rev.02/07 to confirm to the Corporation's eGrants System)															
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS): 08/09/11	3. DATE RECEIVED BY STATE:	STATE APPLICATION IDENTIFIER: NA													
2b. APPLICATION ID: 11CB130897	4. DATE RECEIVED BY FEDERAL AGENCY: 08/09/11			FEDERAL IDENTIFIER: 11CBHGA001											
5. APPLICATION INFORMATION															
LEGAL NAME: Georgia Center for Nonprofits DUNS NUMBER: 117772140		NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Karen Beavor TELEPHONE NUMBER: (678) 916-3035 FAX NUMBER: (404) 521-0487 INTERNET E-MAIL ADDRESS: KBeavor@gcn.org													
ADDRESS (give street address, city, state, zip code and county): 100 Peachtree St NW Ste 1500 Atlanta GA 30303 - 1908 County: Fulton															
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 582554789		7. TYPE OF APPLICANT: 7a. Non-Profit 7b. Community-Based Organization													
8. TYPE OF APPLICATION (Check appropriate box). <input checked="" type="checkbox"/> NEW <input type="checkbox"/> NEW/PREVIOUS GRANTEE <input type="checkbox"/> CONTINUATION <input type="checkbox"/> AMENDMENT If Amendment, enter appropriate letter(s) in box(es): <input type="text"/> <input type="text"/> A. AUGMENTATION B. BUDGET REVISION C. NO COST EXTENSION D. OTHER (specify below):															
		9. NAME OF FEDERAL AGENCY: Corporation for National and Community Service													
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:94.022 10b. TITLE: Nonprofit Capacity Building		11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: Nonprofit Capacity Building													
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): Brantley, Charlton, Camden and Glynn Counties, Georgia		11.b. CNCS PROGRAM INITIATIVE (IF ANY): SIF - Geographic Opportunity													
13. PROPOSED PROJECT: START DATE: 09/30/11 END DATE: 09/29/13		14. CONGRESSIONAL DISTRICT OF: a.Applicant <u>GA 005</u> b.Program													
15. ESTIMATED FUNDING: Year #: <u>1</u>		16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS? <input type="checkbox"/> YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON: DATE: <input checked="" type="checkbox"/> NO. PROGRAM IS NOT COVERED BY E.O. 12372													
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%;">a. FEDERAL</td> <td style="width: 80%; text-align: right;">\$ 200,000.00</td> </tr> <tr> <td>b. APPLICANT</td> <td style="text-align: right;">\$ 203,213.00</td> </tr> <tr> <td>c. STATE</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>d. LOCAL</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>e. OTHER</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>f. PROGRAM INCOME</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>g. TOTAL</td> <td style="text-align: right;">\$ 403,213.00</td> </tr> </table>				a. FEDERAL	\$ 200,000.00	b. APPLICANT	\$ 203,213.00	c. STATE	\$ 0.00	d. LOCAL	\$ 0.00	e. OTHER	\$ 0.00	f. PROGRAM INCOME	\$ 0.00
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17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO															
18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.															
a. TYPED NAME OF AUTHORIZED REPRESENTATIVE: Karen Beavor		b. TITLE:													
		c. TELEPHONE NUMBER: (678) 916-3035													
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 09/14/11													

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Executive Summary

GEORGIA CENTER FOR NONPROFITS (GCN)

LEAD INTERMEDIARY: GCN is a strong, stable and experienced provider of capacity building resources, serving 9,000 nonprofit professionals from 3,000 organizations annually through services delivered via technology and at our offices in Atlanta, Savannah and Kingsland, Georgia.

ADDITIONAL PARTNERS are located in the selected 4-county service region: United Way, Coastal Empire (participant selection/evaluation), College of Coastal Georgia (technology expertise), St. Marys United Methodist Church Foundation (funding and participant selection) and United Way, Camden County (participant selection.)

PROGRAM SUMMARY: GCN will build the capacity of nonprofits (with budgets under \$1M and missions aligned with CNCS priority areas) to develop and implement a performance management system. 25 nonprofits will be selected to participate in a 2-year intensive Performance Leadership Program that uses a results-based learning approach, providing 13 training and peer learning sessions, 20 hours of coaching/consulting and minor capital improvement grants up to \$1,800. 100 additional nonprofits in the region will participate in the Performance Learning Series that provides 5-6 management courses and peer networking opportunities annually. Via these offerings GCN will: 1) Embed core performance management processes in the routine operations of 25 organizations, while progressing the skills of staff and boards to maintain these operationalized methods while managing to their desired mission impact 2) Increase insight, motivation and knowledge to progress performance management in an additional 100 small nonprofits.

GEOGRAPHIC AREA SERVED: GCN will serve a 4-county region (Charlton, Brantley, Camden and Glynn Counties) in coastal Georgia facing some of the most persistent poverty, educational challenges,

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unemployment, health deficits, and negative housing conditions in our state.

NUMBER SERVED: 125

AMOUNT REQUESTED: \$200,200

Program Design

GEOGRAPHIC SERVICE AREA

GCN, a registered 501c3, is focused on increasing the success of Georgia's nonprofits through better management, leadership and governance. Our organization has an office in Kingsland on the lower coast of Georgia, a 4-county region populated by 641 nonprofits of which 228 consistently generate revenues and deliver programming. With this proposal, we aim to serve lower coastal nonprofits and selected this region because it faces some of the most persistent poverty, educational challenges, unemployment, health deficits, and negative housing conditions in our state. Also, this area contains some of the nation's most important environmental assets and a major military base. While the area has a relatively moderate number of nonprofits, they are extremely small, thinly resourced and not in a position to meet demand. We believe that GCN's permanent staff, long-term relationship with the community, and trust equity with area nonprofits and important partners can be leveraged through additional resources from the Non-Profit Capacity Building Program.

In 2010, GCN served 50% (107) of the active nonprofits in the region through the local delivery of 24 management classes and 6 peer networking events, the completion of 20 consulting projects, and fulfillment of 100+ information requests. In 2009, GCN partnered with the local United Way(s), Communities of Coastal Georgia Foundation, Family Connections and the region's largest private foundation to produce the only comprehensive assessment of the region's critical issues, overlaid with a study of the capacity levels of area nonprofits to address them ("Stronger Together: A View of Charlton, Brantley, Camden & Glynn Counties and the Nonprofits that Serve Them",

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www.gcn.org/files/Stronger_Together.pdf). This report surveyed more than 600 local nonprofit, civic leaders and citizens about the most pressing community challenges.

Of the 228 functioning nonprofits in the area, 84% (191) have annual revenues under \$1M (National Center for Charitable Statistics 2011). Historically only 3% of all philanthropic funds are directed to Georgia's rural areas, which comprise 130 of the state's 159 counties and about 40% of the population (Nonprofit Georgia At a Glance, School of Public Policy at Georgia State University, 2009).

Additionally, like many states, Georgia has enacted successive cuts to its budget with an additional 25% reduction slated for 2012 (Georgia Budget and Policy Institute, www.gpbi.org).

In the region, unemployment rates have more than doubled since 2009 from a collective average of 4.5% to a current average of 10% (US Bureau of Labor Statistics). Poverty rates in Brantley (16%), Charlton (22%), Camden (15%) and Glynn County (27%) are well above Georgia's average of 13% and the national 12% poverty rate (US Census Data). These counties also fare poorly in graduation rates and large at-risk populations. These statistics point to staggering levels of demand in the face of a small array of thinly resourced nonprofits and government agencies.

IDENTIFICATION AND SELECTION PROCESS

Identification: Over the past 7 years, GCN has built a database of the 641 existing nonprofits in the lower coastal region. Of these, approximately 550 have mission alignment with CNCS priorities. Additionally, GCN has extensive contacts with key faith, business and government entities that will be engaged to refer candidates. Selection: The project will serve a group of 25 nonprofits to provide intensive capacity support, as well as assistance for an additional group of up to 100 nonprofits located within the service area. First, 25 nonprofits will be selected to participate in a 2-year intensive Performance Leadership Program (PLP). PLP selection will be based on 4 criteria: 1)size (annual

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budgets under \$1M) 2) mission focus (education, healthy futures, environmental stewardship, veterans/military families, economic opportunity and disaster services) 3) level of articulated community needs/demands for their type of service 4) organizational need and readiness. Size and mission will be determined by the most recent 990 return; community need and demand will be identified by data in the county assessment "Stronger Together"; and organizational need will be determined via an application process outlining the internal needs of the organization relative to existing performance management systems. Second, up to 100 additional nonprofits in the region will register to participate in the Performance Learning Series (PLS) an ongoing series of publically offered nonprofit management training courses and peer learning opportunities.

PHILOSOPHY & APPROACH

Our philosophy for building the capacity of nonprofits is 4-pronged: people centered, community based, outcome oriented and results driven. Our ultimate goal is to increase the value that nonprofits create for their community through better performance management, governance and leadership.

Our capacity approach, called results-based organizational learning, seeks to change the DNA of an organization and its leaders, via a progressive staging of understanding, implementation, practice and peer sharing that leads to routine utilization of performance management systems. This is accomplished by: 1) Identifying leaders seeking ways to make a bigger impact on their mission and improve organizational sustainability 2) Assessing organizational realities and designing achievable action plans for improvement 3) Assigning individual coaches/consultants to participating organizations 4) Leading participants through a series of classes, tools, and "homework" assignments (which are completed with the assistance and discipline of their coach) 5) Organizing peer cohorts to share and learn from one another.

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We will use this results-based learning approach on the lower coast through the PLP. Organizations will implement comprehensive performance management systems including: the development of strategic outcomes; metrics to benchmark and show progression toward outcomes; internal methods, processes and technical capability to collect, analyze and report data to support benchmark progression; alignment of resources and staff to achieve and communicate performance targets; and establishment of incentives. In addition to the PLP cohort, we will create a ready pipeline of organizations for future cohorts through the comprehensive PLS of management courses to bring performance insight, motivation and knowledge to a larger number of nonprofits in the area.

FRAMEWORK AND TIMELINE

Performance Leadership Program (PLP)

- 1) Convene nonprofits at information sessions focused on PLP, PLS and application process (Nov 2011).
- 2) Organizations interested in the PLP will submit an application form and a self-guided organizational assessment (OA) from the Innovation Network (www.innonet.org), a free self-assessment survey and reporting tool providing nonprofits with a snapshot of organizational strengths and areas for improvement. Applicants will provide background information, financial data, planning documents, and information on specific challenges, including their highest priority challenge and how this program can help address it (Nov 2011).
- 3) Selection committee meets and selects final cohort of 25. GCN has recruited a local selection council that will review applications and make final selections, with representatives from United Way of Coastal Empire, United Way of Camden County, St. Marys United Methodist Church Foundation and Communities of Coastal Georgia Foundation (Dec 2011).
- 4) Final Cohort participants are informed and asked to return a formal letter of approval/time commitment signed by the executive director and board chair (Jan 2012).

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- 5) The 25 organizations are paired with a nonprofit management coach experienced in building and implementing performance management systems in small groups (Jan 2012).
- 6) Kick-off session to include organizational team, coach, and board representative to review goals, ensure buy-in, and build esprit de corps of the cohort (Feb 2012).
- 7) Coaches and teams meet and use data from the application and self OA to outline key strategy and performance development needs in a prioritized ranking. They will also develop management and community outcome targets using a benefits chart (an outline of anticipated benefits that will arise from addressing developmental areas and accomplishing program goals). These strategies and measures will support reporting requirements and overall program evaluation (Feb 2012).
- 8) Cohort organizations will be assigned to a peer group for session feedback and learning, based on the size and complexity of their operations (Feb 2012).
- 9) All groups will be taken through results-based performance management training sessions (individually guided by their OA results and subsequent benefits chart) to design and implement a fully operationalized performance measurement system. The components of a performance system will be broken into 'stages' and presented at consecutive sessions. Participants will understand the concept and how to apply it, receive application tools, and then work independently with their coach to implement it in their organization. Participants will reconvene at session intervals to report out on progress, share solutions and progress through the next step (Mar 2012--Oct 2012).
- 10) Year 2 sessions will follow a similar construct and timeline but will be focused on fully operationalizing the performance management system, aligning staff performance management with strategy progression, refining internal processes and meeting developmental benchmarks by using the system. Applicants will also have an opportunity to apply for grants (averaging \$1,800) to support minor capital investments necessary to operationalize changes (Oct 2012-Sept 2013).
- 11) Closing Session: Wrap up key learnings and identify needs moving forward (Sep 2013).

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Performance Learning Series

- 1) Identify potential pool of participants, market program and conduct outreach in area in order to serve additional nonprofits in the service region (Oct 2011)
- 2) Convene nonprofits at information session focused on the PLS & PLP program. Attendees will complete a general needs assessment describing and ranking their top five management challenges. The information will be utilized to inform content for the Performance Learning Series (Nov 2011).
- 3) GCN schedules and begins registration for a series of management courses in the region to include 5-6 capacity building workshops including 1-2 focused on developing logic models and evaluation systems (Nov 2011)
- 4) GCN designs and delivers workshops. Curriculum will pull from GCN's expansive library of existing curriculum and tools, many of which were developed in partnership with national subject matter experts (Dec 2011-Sept 2012).
- 5) The process repeats for year 2 with 5-6 additional courses (Oct 2012-Sept 2013).

Evaluation

- 1) GCN will develop a logic model and evaluation plan to support its own performance management. A dashboard will be built and used to record data associated with key metrics that support benchmarks and outcomes for participating organizations including the key performance measures required by the NCBP (such as development of logic models, functional evaluation systems, and progression toward organizational sustainability and service delivery improvements) (Oct-Nov 2011).
- 2) PLS evaluation will utilize pre-and post- participant surveys to measure insight, motivation and knowledge gained, including key performance measures outlined by the NCBP.
- 3) Report outs at each PLP session and monthly coach reports will provide data to populate the dashboard, and benchmark progression will be analyzed monthly and utilized to develop semi-annual reports for CNCS (ongoing from Feb 2012).

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4) Annual wrap-up sessions and re-assessments of PLP organizations will be used to confirm accomplishment of major benchmarks and performance measures (that each group has a coherent logic model and evaluation plan in place by end of year 1, and active and successful management of performance by end of year 2) (Sept 2012 and 2013).

5) A final evaluation of PLP organizations will be performed to measure achievement of outcomes and performance measures. This evaluation will use baseline data collected in the initial assessment against data collected in the final re-assessment, including key performance measures that the program will seek to improve. Data will be utilized to deliver a final program report for CNCS (Oct 2013).

COMMUNICATIONS PLAN

GCN will communicate the program opportunity to potential participants via 1) targeted electronic communications and through partnerships with local funders, media and community groups 2) hosting local and web-based information sessions open to all interested organizations 3) targeted phone calls and other direct outreach through local nonprofit networks 4) media partnerships with area radio and newspapers. During program implementation, communication will include a kick-off meeting, session report outs, monthly coach calls, bi-monthly participant calls, and annual wrap-up meetings.

TYPE OF ASSISTANCE

GCN will implement a variety of capacity building activities. Through the PLS, organizations will participate in 5-6 management courses led by GCN staff, affiliated consultants, and partner organizations. Through the PLP, GCN will use a combination of face-to-face training, in-person and telephone technical assistance, peer to peer work, and expert consultation, coaching and mentoring. Each organization will have 20 coaching hours to assist with homework between sessions, and will be eligible to receive up to \$1,800 for minor capital investments (i.e. necessary software, technology courses, etc) or additional coaching. The 7 progressive training sessions in year 1 will address logic

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model development, building metrics/indicators, data collection and dashboard development. The 6 progressive sessions in year 2 will address dashboard implementation, data management, data analysis, involving stakeholders in refining and planning program approaches, and communicating impact.

USE OF IMPLEMENTATION RESOURCES

GCN will use the expertise of its staff and affiliated consultants to provide coaching and training content throughout the program. Much of the content is already developed through our ongoing evaluation training and our 2010/11 pilot and evaluation of the results-based organizational learning method that focused on evaluation systems (details below). We plan to use the self-guided OA tool from the Innovation Network and the benefits chart we developed as described above in Framework & Timeline. GCN will also engage community partners to deliver training in logic models (United Way of the Coastal Empire) and technology/communications (College of Coastal Georgia). St. Marys United Methodist Church Foundation (SMUMCF) and United Way of Camden County will offer training space and additional resources.

Organizational Capability

CAPACITY BUILDING EXPERIENCE

GCN is one of the largest organizations of our kind in the country and Georgia's only organization focused on nonprofit capacity building. We serve over 9,000 individuals at 3,000 nonprofits across the state, including 85% with budgets under \$5M. We provide training, consulting, coaching and resources, including an average of 200 training courses and 150 consulting engagements per year. Our work with numerous foundations has centered on the production of OAs and consulting projects indicated by OAs. For example, we have a contract to deliver facilitated peer learning, assessments/consulting to 35 Healthcare Georgia Foundation grantees per year since 2005. For this work, GCN has gathered five years of evaluative data that tracks key indicators of impact, such as a 46% average increase in revenues across the assessment groups and 60% improvement in service delivery levels. GCN also produced a

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statewide study of nonprofit performance benchmarks that we use to develop our courses and consulting foci. From this benchmarked pool, sample groups are assessed and monitored annually relative to our interventions to determine our effectiveness and pre/post competency assessments utilized in training evaluation.

GCN also has experience with the particular capacity building model proposed for the NCBP grant. In 2010/11 GCN piloted and evaluated our results-based organizational learning method with 12 small nonprofits working on evaluation systems (5) and marketing plans (7). Each group completed and fully implemented their performance goal. For example, the five groups working on evaluation not only identified outcomes and core metrics, but also developed data collection methods and produced functioning dashboards to analyze progress along with staff accountability systems. GCN has developed replicable tools including: solution sets for common management issues; training curricula such as agendas, tools, timed exercises and presentation material; and OA tools and methods that we developed and train consultants to use.

KEY STAFF EXPERIENCE & EXPERTISE

GCN's high-quality consulting and training team includes 24 full-time staff and 7 VISTAs. The team focused on the Performance Leadership Program will include:

Karen Beavor, President & CEO, will be responsible for program design and oversight. Karen has 22+ years experience (12 with GCN) as a director of a nonprofit. She has developed an array of tools and curriculum for GCN, and has published nonprofit focused articles for Nonprofit Quarterly, Business to Business Magazine, Georgia Trend Magazine and was a contributing author for a book entitled Building our Atlanta Community: The Central Role of the Nonprofit Sector. Karen is a graduate of Agnes Scott College, and has received multiple leadership awards.

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Dana Haza, Sr Project Manager, runs GCN's coastal office and will be responsible for the program management and execution. Dana has 20+ years' experience. Prior to joining GCN she served as a Sr Director for Novo Nordisk and was appointed by President G. W. Bush as Director of the Commission on Systemic Interoperability. Dana co-authored a book with Newt Gingrich: Saving Lives and Saving Money: Transforming Health and Healthcare. She holds a BA from Mercer University and serves on various nonprofit boards.

Cindy Cheatham, VP of Consulting Services, is responsible for designing, managing and executing GCN's consulting efforts. She received her management training at Harvard Business School and has 10+ years of experience consulting with business and nonprofit leaders through Bain & Company and Community Consulting Teams. Cindy published a Startup Best Practices Guide for the Atlanta Business Chronicle, serves as an expert blogger, has developed and delivered numerous workshops for GCN and is a frequent keynote presenter at community events.

Neil Sklarew, Sr Consultant, will serve as a primary consultant delivering services to nonprofit partners enrolled in the PLP program. Neil's organization development consulting and management experience spans 25 years of working with nonprofits, government agencies and private concerns. Neil holds a master's in industrial/organization psychology and has received additional development in organization consulting with the Gestalt Institute of Cleveland.

In support of this team, GCN works with a core group of 16 independent consultants who have been fully vetted and bring a wealth of expertise. Additionally, one VISTA provides program support and implementation exclusively for our efforts in the region.

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NET ASSETS

GCN is a strong and stable organization and our Net Assets as of 2011 are \$1.8M. This grant would represent 3% of GCN's 2011 budget.

SYSTEMS, STRUCTURE & STAFFING

GCN has modern technology including telepresence capability, financial systems, CRM and content management, plus modern communications. Our Atlanta headquarters is staffed by key division VPs who oversee programs, marketing, sales and operations and manage program directors. We have regional offices containing directors and their staff, and utilize a statewide network of faculty and consultants to augment staff resources. We currently have 31 staff and 40 affiliated faculty and consultants.

GCN has deep experience designing, launching, acquiring and sustaining new initiatives. For example:

1) 6 years ago, GCN created a business plan for an office in coastal Georgia calling for diversified revenue streams and cost savings via replication of training, consulting and membership services offered in our headquarters. In support of those efforts GCN secured multi-year funding, successfully launched the office, and expanded our earned revenue streams through membership, training and consulting services in the region.

2) 7 years ago, GCN acquired www.opportunityknocks.org (OK), a national online job board for the nonprofit sector. Since that time, GCN has completely revamped OK (including new business plan and strategies) and fully paid for this social enterprise that generates \$620K annually to support GCN's programs and services.

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GRANTS MANAGEMENT EXPERIENCE

GCN manages approximately \$1M in grants annually. We utilize an online CRM system and evaluation tool to track data, usage, need and performance benchmarks for initiatives and a dashboard system to communicate and manage execution and staff performance to various objectives and requirements.

GCN has a sound fiscal management process that incorporates annual planning and budgeting, excellent records maintenance, and an annual audit. The board receives monthly reports and quarterly analysis, approves the budget, assures grant compliance and monitors investments and audits.

OTHER CHARACTERISTICS OF EFFECTIVE INTERMEDIARY ORGANIZATIONS

GCN exemplifies the characteristics of effective intermediary organizations as outlined in Section V of the NCBP Notice through extensive capacity building experience and the strong expertise of staff. We demonstrate additional characteristics such as: 1) GCN is well known and supported by the coastal region's community leaders. We are funded by the area's largest foundation, conduct work for all of the region's United Way agencies and their grantees, and involve on our advisory board key nonprofit and educational leaders. 2) GCN has a track record of raising funds within the community to support operations. GCN has solid, yet diverse funding streams including earned income (70% of our budget) and grants/donations (30% of the budget.) In FY 2011, GCN received 51 grants from public and private sources. Since our inception, GCN has received funding from some of Georgia's largest donors, including The R. W. Woodruff, Coca-Cola, Campbell and UPS Foundations. In support of our work in coastal Georgia, GCN has enjoyed long-term funding from the SMUMCF, Georgia Power, Brannan, and Bank of America Foundations and others. 3) GCN works closely and intentionally to establish productive and long-term partnerships to ensure that the diverse capacity building needs of nonprofits are met. For example, we draw on national and local partnerships for information and curriculum development, such as the American Marketing Association, BoardSource, Council of Volunteer Administrators, PricewaterhouseCoopers, and the Association of Fundraising Professionals. 4) GCN and

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its staff are well-known and respected by community leaders for our strong support of the nonprofit sector and those serving high risk populations. Our staff are constantly called upon to sit on high profile nonprofit boards and community initiatives, provide expert interviews for local media, and present at major community meetings.

Cost Effectiveness and Budget Adequacy

BUDGET TO GOAL/STRUCTURE ALIGNMENT

The total budget with match for this program is \$403,413. To achieve the stated outcome, we have the following three goals:

- 1) To embed core performance management processes in the routine operations of 25 organizations. 50% of the total \$403K budget will be spent on this goal.
- 2) To progress the skill and leadership of staff and boards from 25 organizations to maintain these operationalized methods and to manage to their desired mission impact. 35% of the total \$403K budget will be spent on this goal.
- 3) To increase insight, motivation and knowledge to progress performance management in an additional 100 small nonprofits on the lower coast. 15% of the total \$403K budget will be spent on this goal.

CASH ON HAND/OTHER FUNDING

GCN has cash on hand of \$101,657 for each year of the two-year project. These funds were secured for the project through multi-year grants of \$150,000 from the St. Marys United Methodist Church Foundation (located in the region) and \$52,213 from GCN's cash reserves.

Clarification Summary

Budget Clarification

1. D. Equipment

The line item for Minor Capital Improvement Grants (MCIG) was categorized incorrectly and should be removed from this section. MCIG should appear under Other Support Costs as outlined below.

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E. Supplies

The line item for Rent was categorized incorrectly and should be removed from this section. Rent should appear under Indirect Costs as outlined below.

Internet, Phone and Supplies costs are for the 2 GCN Coastal office employees directing 100% time toward the PLP and PLS Programs. Breakdown for 24 months includes: Internet \$1200 (\$50/mo.); Phone \$1200 (\$50/mo.); Supplies \$2160 (\$90/mo.).

I. Other Support Costs

The Application Outreach and Processing breakdown includes: 2 Public Information Session (125-150 people total)=\$1000 (\$500 each =cost for space \$125 / food \$375); Application Processing and Follow-up (document management, applicant questions, copies, postage)=\$1680, for 50 PLP application @\$9.60 each; 150 PLS application @\$8 each; Selection Committee Meeting Costs=\$820, for 4 meetings @\$205 each (preliminary, 1 PLP Selection, 2 PLS Selection) for space, food, and parking.

MCIG awarded to PLP Participants will complement the PLP experience and can be utilized to purchase software, systems or for additional coaching services in order to optimize/implement performance management systems.

Admin Costs

Salaries and Benefits: Central Office Management and Program Support has been adjusted down from \$9596 to \$4200 and includes <2% of total cost for each of Accounting=\$1082, Membership Manager=\$1292, Marketing Manager=\$986, Information Resources Manager=\$804. The CNCS Share=\$1591 and the Grantee Share=\$2609.

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This line item change is represented by the Nonprofit University Sr Training Manager costs which were categorized incorrectly as this staff member's time represents direct program work and should be categorized under Project Personnel Expenses. This position will spend 4% of time working directly on PLP and PLS program project management (i.e. recruiting faculty, preparing workshop descriptions, and coordinating workshops) at the cost of \$5188 (\$2595/year x 2 yrs). Also, changes for this position move should be reflected in Personnel Fringe Benefits for FICA=\$104/yr. x2 yrs.

As noted above, Rent should be added to Admin at \$7800 (\$325/mo. for 24 mo.) This cost is 54% of rent for a 600 sq. ft space, pro-rated for expected usage of by 2 full-time staff dedicating 100% time to the PLP and PLS Programs. The CNCS Share=\$2956 and the Grantee Share=\$4844.

For this project, GCN is utilizing the CNCS 6% Indirect Cost Rate Maximum stated in the NOFA. As a new Grantee, GCN will submit a proposal for establishing a federally approved Indirect Cost Rate within 90 days after the effective date of the award (or as required) in order to establish a Negotiated Indirect Cost Rate Agreement.

GCN's overall project budget remains the same and is not affected by the shifts in line items or category totals detailed above.

2. PLP Program Coaches are a distinct group from the instructors who deliver and facilitate the PLP Sessions. Coaches have experience building and implementing an overall performance management system and will develop deep relationships with the PLP participants to guide their program experience between course sessions.

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For PLP Session Delivery and Facilitation, instructors will be utilized for single learning sessions in their area of expertise that align with the stages of creating a performance management system (i.e. logic model development, data collection, dashboard development, etc.)

3. Proof of match documentation has been submitted.

Programmatic Clarification

1. The Project Geographic Service Area is home to the following breakdown of nonprofits working in CNCS focus areas: 13% Education, 29% Healthy Futures, 8% Environmental Stewardship, .1% Veterans/Military Families, 3% Economic Opportunity, and .1% Disaster Services. GCN is connected with and communicates regularly with these groups via newsletters, community meetings, and our community partners including the United Ways of Coastal Empire and of Camden County, the St. Marys United Methodist Church Foundation, and the Communities of Coastal Georgia Foundation.

With the PLP and PLS Programs, GCN will target groups from all 6 of the CNCS focus areas. However, we anticipate the cross-section of enrolled participants to reflect the community breakdown above with the majority of participants focused on education, health or environmental stewardship.

2. GCN has deep experience with assessments and a robust consulting practice, delivering 180 consulting engagements per year. Our work centers on the production of OAs (self-guided and consultant led) and consulting projects indicated by these OAs. For this project, GCN will utilize the Innovation Network self-assessment tool as part of the initial PLP application process. This tool was selected after a thorough vetting process because of its alignment with GCN's in-house OA tools, and because the tool is easily accessible online, free to use, and other peer capacity building organizations around the country (such as the Minnesota Council on Nonprofits) have vetted and are using this tool

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successfully. Once enrolled in the program, PLP participants will complete GCN's more in-depth self-guided OA with the support of their coach. This OA mirrors successful OA models used by our peer organizations around the country and offers a more comprehensive review of organizational development. It has been successfully completed by 500+ nonprofits across Georgia.

3. GCN will utilize one VISTA to provide program support for elements of the PLP and PLS Program with activities that align with key milestones set out in GCN's current VISTA Agreement. This will include: supporting communication with program participants, preparing program materials, and assisting in workshop facilitation.

Required Documents

Document Name

Status